

MULTIMEDIA



UNIVERSITY

STUDENT ID NO

--	--	--	--	--	--	--	--	--	--

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2016/2017

TPM3231 – IT PROJECT MANAGEMENT METHODS AND TOOLS

(All sections / Groups)

12 OCTOBER 2016
9.00 a.m. – 11.00 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **3 pages** excluding the cover page.
2. Attempt **ALL FIVE** questions.
3. You are allowed to use calculators in this examination.
4. Please **write** all your answers in the **Answer Booklet** provided.

Answer ALL.

QUESTION 1

You have been recently appointed by the Melaka State Government as the Project Manager for the Green Technology Project. This is a large-scale project with many stakeholders involved.

- (a) Identify four possible stakeholders of the project. [2 marks]
- (b) Explain THREE important factors to ensure the success of the project. [3 marks]
- (c) After one month of initiation, you sense a high level of resistance from various stakeholders. Identify the most appropriate action to resolve the problem and give an example. [5 marks]

QUESTION 2

A non-profit organization would like you to lead a Web site development project. The organization has Internet access that includes space on a Web server, but no experience in developing Web sites. In addition to creating its Web site, the organization would like you to train two of its staff to do simple Web page updates. The Web site should include the following information, as a minimum: description of the organization (mission, history, and recent events), list of services, and contact information. The organization wants the Web site to include graphics (photographs and other images) and have an attractive, easy-to-use layout. The organisation is willing to spend RM20,000 for the project. However, the project must be completed in six months.

- (a) Create a Work Breakdown Structure (WBS) for the project. [5 marks]
- (b) You monitored figures on cost and planned/earned value for each individual project month until the end of the fifth month as shown in the following table. Analyse the status of this project at the end of the fourth month. [3 marks]

Project month	Actual cost	Earned value	Planned value
1	6,500	6,100	6,700
2	8,500	7,900	8,900
3	10,000	10,200	11,000
4	12,500	12,400	12,800
5	13,500	13,300	13,900

Continued.....

- (c) Based on the Schedule Performance Index (SPI) for the fifth month, estimate the most ideal time required to finish the project. [2 marks]

QUESTION 3

You are a member of a large government project. The sponsor insists that all equipment must be manufactured locally. You feel very stressed working in the project since your project manager often uses threats and various control schemes to make sure team members are doing their jobs. In addition, the client is requiring a minor scope change and expects you to do this without delays and additional costs.

- (a) Explain how you will handle the client's request. [2 marks]
- (b) Recently, you see a senior member of your team replacing a company design on a piece of equipment that was made in a foreign country. You confront this person, and he says he is following the project manager's orders. What should you do? [1 mark]
- (c) What type of people management does your project manager follow? Suggest ONE other alternative approach with an example which is different from the current approach. [3 marks]
- (d) The project manager noticed that the project scope definition is incomplete. Identify the steps he should take to complete them. [4 marks]

QUESTION 4

The Metromax Health Intranet Project team is working hard to ensure the new system they develop meets expectations. The team has detailed scope statement, but as the project manager, you want to make sure the completed project has high quality. You are aware that the project's sponsor and other senior managers are most concerned with getting people to use the system, improve their health, and reduce healthcare costs. System users will want the system to be very user-friendly, informative, fun to use, and high processing speed.

- (a) Produce a list of FIVE quality standards or requirements related to meeting the stakeholder expectations described above. Provide a brief description of each requirement. [5 marks]

Continued.....

Based on your answer in (a), choose one requirement and prepare a plan on how you will measure progress to meet the requirements. (Hint: Identify the metric, formula and source of data collection) [3 marks]

- (b) Your team had agreed to post all their works on a shared site using wiki tools. Briefly explain the use of wiki in IT projects. [2 marks]

QUESTION 5

Some organizations addressed only tactical and negative risks when performing project risk management. However, since several problems have been occurring on the Massimo Project you managed, you decide to be more proactive in managing risks. The project requires you to develop an intelligent inventory management system which requires certain hardware to be purchased from suppliers.

- (a) Identify THREE positive risks and THREE negative risks. [3 marks]
- (b) According to the Project Management Body of Knowledge (PMBOK), rewrite THREE possible risks conditions associated with the Time Knowledge Area. [3 marks]
- (c) Special equipment is required to prepare high-quality publications requested by your client. The equipment may be purchased with an initial investment of \$5,000, and operations will cost \$50 per day. The equipment is also available on a rental basis which costs \$200 per day. You expect to your project members will use this equipment for 20 days. Would you opt to buy or rent the equipment? Explain your answer. [4 marks]

End of Page